

Recommendations for Workplace Violence Prevention Programs in Late-Night Retail Establishments



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Background

Workplace violence is a serious safety and health hazard in many workplaces. According to the Bureau of Labor Statistics, homicide is the second leading cause of death to American workers, claiming the lives of 912 workers in 1996 and accounting for 15 percent of the 6,112 fatal work injuries in the United States (BLS, 1997). Violent incidents at work also resulted in 20,438 lost work-day cases in 1994 (BLS, 1996).

The Department of Justice's National Crime Victimization Survey reported that from 1987 to 1992 almost 1 million persons annually were victims of violent crime at work (Bachman, 1994). These data include four categories: 615,160 simple assaults; 264,174 aggravated assaults; 79,109 robberies; and 13,068 rapes. These victimizations resulted in an estimated 159,000 injuries annually. Violence inflicted upon employees may come from many sources, including customers, robbers, muggers and co-workers.

Although workplace violence may appear to be random, many incidents can be anticipated and avoided. Even where a potentially violent incident occurs, a timely and appropriate response can prevent the situation from escalating and resulting in injury or death. OSHA believes that all late-night retail establishments can benefit from an examination of their workplaces to determine if workplace violence is a potential hazard for their employees.

OSHA has developed this document for use in the late-night retail industry, especially for convenience stores, liquor stores, and gasoline stations. Other types of retail establishments providing services during evening and night hours also may find this information helpful. This document will help retail employers design, select, and implement prevention programs based on the specific risk factors they identify in their particular workplaces.

High-Risk Establishments

From 1980 to 1992, the overall rate of homicide was 1.6 per 100,000 workers per year in the retail industry, compared with a national average of 0.70 per 100,000 workers (NIOSH, 1996). Job-related homicides in retail trade accounted for 48 percent of all workplace homicides in 1996 (BLS, 1997). The wide diversity within the retail industry results in substantial variation in levels of risk of violence. Homicides in convenience and other grocery stores, eating and drinking places, and gasoline service stations constituted the largest share of homicides in retail establishments (BLS, 1997). From 1990 to 1992, the highest annual homicide risks among retail industries were as follows:

- Liquor stores: 7.5 per 100,000 workers
- Gasoline service stations: 4.8 per 100,000
- Jewelry stores: 4.7 per 100,000
- Grocery stores (including convenience stores): 3.8 per 100,000
- Eating and drinking places: 1.5 per 100,000 (NIOSH, 1996).

The retail sector accounted for 21 percent of non-fatal assaults in 1992, second only to the general services sector. Within that 21 percent, grocery stores experienced 6 percent of assaults, eating and drinking places had 5 percent, and other general retail establishments had 10 percent (NIOSH, 1996).

High-Risk Occupations

Workers in many occupations in the retail sector face an above-average risk of violence. Even if an establishment is classified in a segment of the industry with a relatively low incidence of reported workplace violence, employees in certain occupations may have an elevated risk of being victimized. During 1990-1992, the average risk of homicides for all occupations was 0.7 per 100,000 employees per year. The retail occupations at highest risk for homicide during this period are as follows:

- Gasoline service and garage workers: 5.9 per 100,000
- Stock handlers and baggers: 3.5 per 100,000
- Sales supervisors and proprietors: 3.3 per 100,000
- Salescounter clerks: 3.1 per 100,000 (NIOSH, 1996).

Overview

Elements of an Effective Violence Prevention Program

In January 1989, OSHA published voluntary, generic safety and health program management guidelines that all employers can use as a foundation for their safety and health programs.¹ The violence prevention information presented in this document builds on those guidelines by identifying common risk factors for workplace violence and describing some prevention measures for the late-night retail industry.

¹ OSHA's *Safety and Health Program Management Guidelines*, Fed Reg 54:3904-3916, January 26, 1989.

The goal of this document is to encourage employers to implement programs to identify the potential risks of workplace violence and implement corrective measures. These recommendations are not a "model program" or a rigid package of violence prevention steps uniformly applicable to all establishments. Indeed, no single strategy is appropriate for all businesses. Environmental and other risk factors for workplace violence differ widely among workplaces. Employers may use a combination of strategies recommended in this document, as appropriate, for their particular workplace.

These recommendations consist of the basic elements from which an employer can construct a violence prevention program tailored to meet the specific needs of his workplace. An effective approach to preventing workplace violence includes five key components: (1) management commitment and employee involvement, (2) worksite analysis, (3) hazard prevention and control, (4) safety and health training, and (5) evaluation. Using these basic elements, an employer can fashion prevention plans that are appropriate for his/her establishment, based upon the hazards and circumstances of the particular situation.

OSHA encourages employers to develop a written program for workplace violence prevention. A written statement of policy serves as a touchstone for the many separate plans, procedures, and actions required for an effective prevention program. The extent to which the components of the program are in writing, however, is less important than how effective the program is in practice. In smaller establishments, a program can be effective without being heavily documented. As the size of a workplace or the complexity of hazard control increases, written guidance becomes more important as a way to ensure clear communication and consistent application of policies and procedures. An employer could create a separate workplace violence prevention program or incorporate this information into an existing accident prevention program, employee handbook, or manual of standard operating procedures.

Employers' Duties and Workplace Violence

These recommendations are **not** a new standard or regulation and do not create any new OSHA duties. Under the *Occupational Safety and Health Act of 1970* (the *OSH Act*, or the *Act*), the extent of an employer's obligation to address workplace violence is governed by the General Duty Clause.² The fact that a measure is

recommended in this document but not adopted by an employer is not evidence of a violation of the General Duty Clause. The recommendations provide information about possible workplace violence prevention strategies. They describe a variety of tools that may be useful to employers designing a violence prevention program.

In addition, when Congress passed the *OSH Act*, 29 U.S.C. §651 *et seq.*, it stated categorically its intent that the Act was not intended to change remedies available at the state level for workplace injuries, illnesses, or deaths. Section 4(b)(4) states: "*Nothing in this chapter shall be construed to supersede or in any manner affect any workmen's compensation law or to enlarge or diminish or affect in any other manner the common law or statutory rights, duties, or liabilities of employers and employees under any law with respect to injuries, diseases or death of employees arising out of, or in the course of, employment.*"³ (Emphasis added).

Therefore, these recommendations are not intended to establish a legal standard of care with respect to workplace violence. Accordingly, these recommendations do not impose, and are not intended to result in, the imposition of any new legal obligations or constraints on employers or the states.

Management Commitment and Employee Involvement

Management Commitment

Management provides the motivation and resources to deal effectively with workplace violence. The visible commitment of management to worker safety and health is an essential precondition for its success. Management can demonstrate its commitment to violence prevention through the following actions:

- Create and disseminate a policy to managers and employees that expressly disapproves of workplace violence, verbal and nonverbal threats, and related actions.
- Take all violent and threatening incidents seriously, investigate them, and take appropriate corrective action.
- Outline a comprehensive plan for maintaining security in the workplace.
- Assign responsibility and authority for the program to individuals or teams with appropriate training and skills. This means ensuring that all managers and employees understand their obligations.

² Section 5(a)(1) of the *OSH Act*, or P.L. 91-596, is called the "General Duty Clause," and provides that: "Each employer shall furnish to each of his employees employment and a place of employment which are free from recognized hazards that are causing or are likely to cause death or serious physical harm to his employees." 29 U.S.C. 654(a)(1).

³ 29 U.S.C. 653(b)(4).

- Provide necessary authority and resources for staff to carry out violence prevention responsibilities.
- Hold managers and employees accountable for their performance. Stating expectations means little if management does not track performance, reward it when competent, and correct it when it is not.
- Take appropriate action to ensure that managers and employees follow the administrative controls or work practices.
- Institute procedures for prompt reporting and tracking of violent incidents that occur in and near the establishment.
- Encourage employees to suggest ways to reduce risks, and implement appropriate recommendations from employees and others.
- Ensure that employees who report or experience workplace violence are not punished or otherwise suffer discrimination.⁴
- Work constructively with other parties such as landlords, lessees, local police, and other public safety agencies to improve the security of the premises.

Employee Involvement

Management commitment and employee involvement are complementary elements of an effective safety and health program. To ensure an effective program, management, front-line employees, and employee representatives need to work together in the structure and operation of their violence prevention program.

Employee involvement is important for several reasons. First, front-line employees are an important source of information about the operations of the business and the environment in which the business operates. This may be particularly true for employees working at night in retail establishments when higher level managers may not routinely be on duty. Second, inclusion of a broad range of employees in the violence prevention program has the advantage of harnessing a wider range of experience and insight than that of management alone. Third, front-line workers can be very valuable problem solvers, as their personal experience often enables them to identify practical solutions to problems and to perceive hidden impediments to proposed changes. Finally, employees who have a role in developing prevention programs are more likely to support and carry out those programs.

⁴Section 11 (c)(1) of the *OSH Act* provides: "No person shall discharge or in any manner discriminate against any employee because such employee has filed any complaint or instituted or caused to be instituted any proceeding under or related to this Act or has testified or is about to testify in any such proceeding or because of the exercise by such employee on behalf of himself or others of any right afforded by this Act." 29 U.S.C. 660(c).

Methods for cooperation between employees and management can vary. Some employers could choose to deal with employees one-on-one or assign program duties to specific employees. Other employers may elect to use a team or committee approach. The National Labor Relations Act may limit the form and structure of employee involvement.⁵ Employers should seek legal counsel if they are unsure of their legal obligations and constraints.

Employees and employee representatives can be usefully involved in nearly every aspect of a violence prevention program. Their involvement may include the following:

- Participate in surveys and offer suggestions about safety and security issues.
- Participate in developing and revising procedures to minimize the risk of violence in daily business operations.
- Assist in the security analysis of the establishment.
- Participate in performing routine security inspections of the establishment.
- Participate in the evaluation of prevention and control measures.
- Participate in training current and new employees.
- Share on-the-job experiences to help other employees recognize and respond to escalating agitation, assaultive behavior, or criminal intent, and discuss appropriate responses.

Worksite Analysis

Common Risk Factors in Retail Establishments

The National Institute for Occupational Safety and Health (NIOSH) has identified a number of factors that may increase a worker's risk for workplace assault. Those pertaining to late-night retail include:

- Contact with the public.
- Exchange of money.
- Delivery of passengers, goods, or services.
- Working alone or in small numbers.
- Working late night or early morning hours.
- Working in high-crime areas (NIOSH, 1996).

⁵ 29 U.S.C. 158(a)(2).

Employees in some retail establishments may be exposed to multiple risk factors. The presence of a single risk factor does not necessarily indicate that the risk of violence is a problem in a workplace. The presence, however, of multiple risk factors or a history of workplace violence should alert an employer that the potential for workplace violence is increased.

Research indicates that the greatest risk of work-related homicide comes from violence inflicted by third parties such as robbers and muggers. Robbery and other crimes were the motive in 80 percent of workplace homicides across all industries in 1996 (BLS, 1996). A large proportion of the homicides occurring in the retail sector are associated with robberies and attempted robberies (Amandus, 1997). On average, one in 100 gun robberies results in a homicide (Bellamy, 1996). For this reason, effective programs that reduce the number of robberies should result in a decrease in the number of homicides (Erickson, 1996).

Sexual assault is another significant occupational risk in the retail industry. Indeed, the risk of sexual assault for women is equal to or greater than the risk of homicide for employees in general. Sexual assault is usually not robbery-related, but may occur more often in stores with a history of robbery. These assaults occur disproportionately at night and involve a female clerk alone in a store in the great majority of cases (Seligman, et al., 1987; Erickson, 1991; Alexander, Franklin, and Wolf, 1994). The risk factors for robbery and sexual assault overlap (e.g., working alone, late at night, in high-crime areas), so actions to reduce robbery also may be effective for preventing sexual assaults.

Several studies have examined risk factors for robbery in retail establishments. In a 1975 study, researchers interviewed ex-convicts to determine which stores were most "attractive" to robbers (Crow and Bull, 1975). The stores that were most attractive had large

amounts of cash on hand, an obstructed view of counters, poor outdoor lighting, and easy escape routes. Subsequent studies have confirmed that robbers do not choose targets randomly but, instead, consider environmental factors (Southland Corporation, Athena Research Corporation, 1985, 1990, and 1995; Jeffery, Hunter, and Griswold, 1987). Risk factors for robbery include easy access or escape, and low risk of recognition or detection of robbers (such as lack of cameras, lack of customers or nearby businesses, and poor visibility from outside the store) (Scott, Crow and Erickson, 1985; Swanson, 1986; Hunter, 1990; Erickson, 1995). Studies also have identified working alone,⁶ lack of police or armed guards, and a large amount of money on hand as risk factors for robbery (Scott, Crow and Erickson, 1985; Swanson, 1986; Erickson, 1995).

The time of day also affects the likelihood of robbery. Studies have consistently found that retail businesses face an elevated risk of robbery during the nighttime hours.⁷ Retail robberies occur in the late evening and early morning hours more often than during daylight hours because it is dark and fewer people are on the streets (Bellamy, 1996). Risks at night may vary by the number of neighboring businesses open late, the amount of traffic and the level of lighting (among other factors). While the risk of robbery is greater at night, the risks during the daytime may also be significant, and also vary based on such factors as the amount of traffic and visibility.

Workplace Hazard Analysis

A worksite hazard analysis involves a step-by-step, common-sense look at the workplace to find existing and potential hazards for workplace violence. This entails the following steps: (1) review records and past experiences, (2) conduct an initial worksite inspection and analysis, and (3) perform periodic safety audits.

Because the hazard analysis is the foundation for the violence prevention program, it is important to select carefully the person(s) who will perform this step. The employer can delegate the responsibility to one person or a team of employees. If a large employer uses a team approach, it may wish to draw the team members from different parts of the enterprise, such as representatives from senior management, operations, employee assistance, security, occupational safety and health, legal, human resources staff, and employees or union representatives. Small establishments might assign the responsibility to a single staff member or a consultant.

Review of Records and Past Incidents

As a starting point for the hazard analysis, the employer would review the experience of the business over the previous 2 or 3 years. This involves collecting and examining any existing records that may shed light on the

⁶A number of studies have found a statistically significant association between the use of multiple clerks and a reduced risk of robbery (Swanson, 1986; Jeffery, 1987; Hunter, 1988; Hunter, 1990; Calder, 1992; Figlio, 1992 (association between multiple clerks and reduced robbery at previously robbed stores)). In Gainesville, Florida, the only chain that employed two clerks round-the-clock was never robbed during a period of the study, while 95 percent of convenience stores adjacent to its franchises were robbed (Bellamy, 1996). These studies are not conclusive, but they suggest that use of more than one clerk is a deterrent to robbery.

No study has found that use of more than one clerk increases or decreases the risk of injury. A recent study reported that, assuming the occurrence of a robbery, an employee's risk of injury and severe injury was essentially the same in single and multiple-employee stores (Amandus, et al., 1997).

⁷Erickson, 1995, found that 65 percent of all robberies of convenience stores occurred in the hours between 11:00 p.m. to 6:00 a.m.; Kraus, et al., 1995, found that 65 percent occurred from 9:00 p.m. to 3:00 a.m.; and a report by the State of Virginia, 1993, found that 69 percent took place between 9:00 p.m. to 5:00 a.m.

magnitude and prevalence of the risk of workplace violence. For example, injury and illness records, workers' compensation claims, and police department robbery reports can help identify specific incidents related to workplace violence. Finding few documented cases of workplace violence does not necessarily mean that violence is not a problem in a workplace, because incidents may be unreported or inconsistently documented. In some cases, management may not be aware of incidents of low-intensity conflict or threats of violence to which their employees have been exposed. To learn of such incidents, the employer could canvass employees about their experience while working for the business. The following questions may be helpful in compiling information about past incidents:

- Has your business been robbed during the last 2-3 years? Were robberies attempted? Did injuries occur due to robberies or attempts?
- Have employees been assaulted in altercations with customers?
- Have employees been victimized by other criminal acts at work (including shoplifting that became assaultive)? What kind?
- Have employees been threatened or harassed while on duty? What was the context of those incidents?
- In each of the cases with injuries, how serious were the injuries?
- In each case, was a firearm involved? Was a firearm discharged? Was the threat of a firearm used? Were other weapons used?
- What part of the business was the target of the robbery or other violent incident?
- At what time of day did the robbery or other incident occur?
- How many employees were on duty?
- Were the police called to your establishment in response to the incident? When possible, obtain reports of the police investigation.
- What tasks were the employees performing at the time of the robbery or other incident? What processes and procedures may have put employees at risk of assault? Similarly, were there factors that may have facilitated an outcome without injury or harm?
- Were preventive measures already in place and used correctly?
- What were the actions of the victim during the incident? Did these actions affect the outcome of the incident in any way?

Employers with more than one store or business location could review the history of violence at each operation. Different experiences in those stores can provide insights into factors that can make workplace

violence more or less likely. Contacting similar local businesses, community and civic groups and local police departments is another way to learn about workplace violence incidents in the area. In addition, trade associations and industry groups often provide useful information about conditions and trends in the industry as a whole.

Workplace Security Analysis

The team or coordinator could conduct a thorough initial risk assessment to identify hazards, conditions, operations, and situations that could lead to violence. The initial risk assessment includes a walkthrough survey to provide the data for risk identification and the development of a comprehensive workplace violence prevention program. The assessment process includes the following:

- Analyze incidents, including the characteristics of assailants and victims. Give an account of what happened before and during the incident, and note the relevant details of the situation and its outcome.
- Identify any apparent trends in injuries or incidents relating to a particular worksite, job title, activity, or time of day or week. The team or coordinator should identify specific tasks that may be associated with increased risk.
- Identify factors that may make the risk of violence more likely, such as physical features of the building and environment, lighting deficiencies, lack of telephones and other communication devices, areas of unsecured access, and areas with known security problems.
- Evaluate the effectiveness of existing security measures. Assess whether those control measures are being properly used and whether employees have been adequately trained in their use.

Appendix A contains a sample checklist that illustrates a number of questions that may be helpful for the security analysis. Trade associations and other organizations also have materials that can help employers assess the risk of violent incidents in their business. In some areas, local law enforcement agencies provide free advice to business owners on ways to reduce exposure to crime. Security management consultants, insurance safety auditors, and loss-prevention specialists also can help employers analyze workplace risks and offer advice for solutions. Independent experts such as these can provide fresh perspectives on implementing and improving a violence prevention program.

Periodic Safety Audits

Hazard analysis is an ongoing process. A good violence prevention program will institute a system of

periodic safety audits to review workplace hazards and the effectiveness of the control measures that have been implemented. These audits also can evaluate the impact of other operational changes (such as new store hours, or changes in store layout) that were adopted for other reasons but may affect the risk of workplace violence. A safety audit is important in the aftermath of a violent incident or other serious event for reassessing the effectiveness of the violence prevention program.

Hazard Prevention and Control

Prevention Strategies

After assessing violence hazards, the next step is to develop measures to protect employees from the identified risks of injury and violent acts. Workplace violence prevention and control programs include specific engineering and work practice controls to address identified hazards. The tools listed in this section are not intended to be a "one-size-fits-all" prescription. No single control will protect employees. To provide effective deterrents to violence, the employer may wish to use a combination of controls in relation to the hazards identified through the hazard analysis.

Since the major risk of death or serious injury to retail employees is from robbery-related violence, an effective program would include, but not be limited to, steps to reduce the risk of robbery. In general, a business may reduce the risk of robbery by *increasing the effort* that the perpetrator must expend (target hardening, controlling access, and deterring offenders); *increasing the risks* to the perpetrator (entry/exit screening, formal surveillance, surveillance by employees and others); and *reducing the rewards* to the perpetrator (removing the target, identifying property, and removing inducements).⁸

Physical and behavioral changes at a site can substantially reduce the frequency of robberies. A test group of 7-Eleven stores that eliminated or reduced several risk factors experienced a 30-percent drop in robberies compared to a control group. Target-hardening efforts, including a basic robbery deterrence package, were implemented in 7-Eleven stores nationwide in 1976. The 7-Eleven program tried to make the store a less attractive target by reducing the cash on hand, maximizing the take/risk ratio, and training employees. After implementing the program throughout the company, the robbery rate at 7-Eleven stores decreased by

64 percent over 20 years.⁹

The National Association of Convenience Stores (NACS) developed a robbery and violence deterrence program based on these elements and has made it available to its members and others since 1987. NACS also has supported research in these areas.

Other deterrents that may reduce the potential for robbery include making sure that there are security cameras, time-release safes, other 24-hour business at the location, no easy escape routes or hiding places, and that the store is closed during late night hours.

Engineering Controls and Workplace Adaptation

Engineering controls remove the hazard from the workplace or create a barrier between the worker and the hazard. The following physical changes in the workplace can help reduce violence-related risks or hazards in retail establishments:

- *Improve visibility* as visibility is important in preventing robbery in two respects: First, employees should be able see their surroundings, and second, persons outside the store, including police on patrol, should be able to see into the store. Employees in the store should have an unobstructed view of the street, clear of shrubbery, trees or any form of clutter that a criminal could use to hide. Signs located in windows should be either low or high to allow good visibility into the store. The customer service and cash register areas should be visible from outside the establishment. Shelves should be low enough to assure good visibility throughout the store. Convex mirrors, two-way mirrors, and an elevated vantage point can give employees a more complete view of their surroundings.
- *Maintain adequate lighting* within and outside the establishment to make the store less appealing to a potential robber by making detection more likely. The parking area and the approach to the retail establishment should be well lit during nighttime hours of operation. Exterior illumination may need upgrading in order to allow employees to see what is occurring outside the store.
- *Use fences* and other structures to direct the flow of customer traffic to areas of greater visibility.
- *Use drop safes* to limit the availability of cash to robbers. Employers using drop safes can post signs stating that the amount of cash on hand is limited.
- *Install video surveillance equipment* and closed circuit TV (CCTV) to deter robberies by increasing the risk of identification. This may include interactive

⁸The theoretical concepts for this approach include "situational crime prevention" (Clarke, 1983), and "crime prevention through environmental design" (CPTED) (Hunter and Jeffery, 1991).

⁹Comments submitted to OSHA by the Southland Corporation, 1996.

video equipment. The video recorder for the CCTV should be secure and out of sight. Posting signs that surveillance equipment is in use and placing the equipment near the cash register may increase the effectiveness of the deterrence.

- *Put height markers on exit doors* to help witnesses provide more complete descriptions of assailants.
- *Use door detectors* to alert employees when persons enter the store.
- *Control access* to the store with door buzzers.
- *Use silent and personal alarms* to notify police or management in the event of a problem. To avoid angering a robber, however, an employee may need to wait until the assailant has left before triggering an alarm.
- *Install physical barriers* such as bullet-resistant enclosures with pass-through windows between customers and employees to protect employees from assaults and weapons in locations with a history of robberies or assaults and located in high-crime areas.

Administrative and Work Practice Controls

Administrative and work practice controls affect the way employees perform jobs or specific tasks. The following examples illustrate work practices and administrative procedures that can help prevent incidents of workplace violence:

- *Integrate violence prevention activities* into daily procedures, such as checking lighting, locks, and security cameras, to help maintain worksite readiness.
- *Keep a minimal amount of cash* in each register (e.g., \$50 or less), especially during evening and late-night hours of operation. In some businesses, transactions with large bills (over \$20) can be prohibited. In situations where this is not practical because of frequent transactions in excess of \$20, cash levels should be as low as is practical. Employees should not carry business receipts on their person unless it is absolutely necessary.
- *Adopt proper emergency procedures* for employees to use in case of a robbery or security breach.
- *Establish systems of communication* in the event of emergencies. Employees should have access to working telephones in each work area, and emergency telephone numbers should be posted by the phones.
- *Adopt procedures for the correct use of physical barriers*, such as enclosures and pass-through windows.

- *Increase staffing levels* at night at stores with a history of robbery or assaults and located in high-crime areas. It is important that clerks be clearly visible to patrons.¹⁰
- *Lock doors* used for deliveries and disposal of garbage when not in use. Also, do not unlock delivery doors until the delivery person identifies himself or herself. Take care not to block emergency exits—doors must open from the inside without a key to allow persons to exit in case of fire or other emergency.
- *Establish rules* to ensure that employees can walk to garbage areas and outdoor freezers or refrigerators without increasing their risk of assault. The key is for employees to have good visibility, thereby eliminating potential hiding places for assailants near these areas. In some locations, taking trash out or going to outside freezers during daylight may be safer than doing so at night.
- *Keep doors locked before business* officially opens and after closing time. Establish procedures to assure the security of employees who open and close the business, when staffing levels may be low. In addition, the day's business receipts may be a prime robbery target at store closing.
- *Limit or restrict areas of customer access*, reduce the hours of operation, or close portions of the store to limit risk.
- *Adopt safety procedures and policies for off-site work*, such as deliveries.

Administrative controls are effective only if they are followed and used properly. Regular monitoring helps ensure that employees continue to use proper work practices. Giving periodic, constructive feedback to employees helps to ensure that they understand these procedures and their importance.

Post-Incident Response

Post-incident response and evaluation are important parts of an effective violence prevention program. This involves developing standard operating procedures for management and employees to follow in the aftermath of a violent incident. Such procedures may include the following:

- *Assure that injured employees* receive prompt and appropriate medical care. This includes providing transportation of the injured to medical care. Prompt first-aid and emergency medical treatment can minimize the harmful consequences of a violent incident.

¹⁰ It may not, in all cases, be feasible to have more than one clerk. In those instances, the employer may wish to give extra consideration to additional engineering controls identified in the previous section.

- Report the incident to the police.
- Notify other authorities, as required by applicable laws and regulations.¹¹
- Inform management about the incident.
- Secure the premises to safeguard evidence and reduce distractions during the post-incident response process.
- Prepare an incident report immediately after the incident, noting details that might be forgotten over time. Appendix B contains a sample incident report form that an employer may use or adapt for its own purposes.
- Arrange appropriate treatment for victimized employees. In addition to physical injuries, victims and witnesses may suffer psychological trauma, fear of returning to work, feelings of incompetence, guilt, powerlessness, and fear of criticism by supervisors or managers. Post-incident debriefings and counseling can reduce psychological trauma and stress among victims and witnesses.¹² An emerging trend is to use critical incident stress management to provide a range or continuum of care tailored to the individual victim or the organization's needs.

Training and Education

Training and education ensure that all staff are aware of potential security hazards and the procedures for protecting themselves and their co-workers. Employees with different roles in the business may need different types and levels of training.

General Training

Employees need instruction on the specific hazards associated with their job and worksite to help them minimize their risk of assault and injury. Such training would include information on potential hazards identified in the establishments, and the methods to control those hazards. Topics may include the following:

- An overview of the potential risk of assault.
- Operational procedures, such as cash handling rules, that are designed to reduce risk.
- Proper use of security measures and engineering controls that have been adopted in the workplace.
- Behavioral strategies to defuse tense situations and reduce the likelihood of a violent outcome, such as techniques of conflict resolution and aggression management.
- Specific instructions on how to respond to a robbery (such as the instruction to turn over money or valuables without resistance) and how to respond to attempted shoplifting.
- Emergency action procedures to be followed in the event of a robbery or violent incident.

Training should be conducted by persons who have a demonstrated knowledge of the subject and should be presented in language appropriate for the individuals being trained. Oral quizzes or written tests can ensure that the employees have actually understood the training that they received. An employee's understanding also can be verified by observing the employee at work.

The need to repeat training varies with the circumstances. Retraining should be considered for employees who violate or forget safety measures. Similarly, employees who are transferred to new job assignments or locations may need training even though they may already have received some training in their former position. Establishments with high rates of employee turnover may need to provide training frequently.

Training for Supervisors, Managers, and Security Personnel

To recognize whether employees are following safe practices, management personnel should undergo training comparable to that of the employees and additional training to enable them to recognize, analyze, and establish violence prevention controls. Knowing how to ensure sensitive handling of traumatized employees also is an important skill for management. Training for managers also could address any specific duties and responsibilities they have that could increase their risk of assault. Security personnel need specific training about their roles, including the psychological components of handling aggressive and abusive customers and ways to handle aggression and defuse hostile situations.

The team or coordinator responsible for implementation of the program should review and evaluate annually the content, methods, and frequency of training.

¹¹ All private sector employers are required to report work-related fatalities or incidents resulting in the hospitalization of 3 or more workers to OSHA **within 8 hours**, regardless of the employer's size or industry classification. These requirements are explained in 29 CFR 1904.8.

¹² Flannery, et al., 1991, 1994, 1995. Counseling educates staff about workplace violence, provides a supportive environment for victims, and, when combined with effective training, positively influences workplace culture to help prepare employees to confront or prevent future incidents of violence and to reduce trauma associated with those future incidents.

Program evaluation can involve interviewing supervisors and employees, testing and observing employees, and reviewing responses of employees to workplace violence incidents.

Evaluation

Recordkeeping

Good records help employers determine the severity of the risks, evaluate the methods of hazard control, and identify training needs. An effective violence prevention program will use records of injuries, illnesses, incidents, hazards, corrective actions, and training to help identify problems and solutions for a safe and healthful workplace.

Employers can tailor their recordkeeping practices to the needs of their violence prevention program. The purpose of maintaining records is to enable the employer to monitor its on-going efforts, to determine if the violence prevention program is working, and to identify ways to improve it. Employers may find the following types of records useful for this purpose:

- Records of employee and other injuries and illnesses at the establishment.¹³
- Records describing incidents involving violent acts and threats of such acts, even if the incident did not involve an injury or a criminal act. Records of events involving abuse, verbal attacks, or aggressive behavior can help identify patterns and risks that are not evident from the smaller set of cases that actually result in injury or crime.
- Written hazard analyses.
- Recommendations of police advisors, employees, or consultants.
- Up-to-date records of actions taken to deter violence, including work practice controls and other corrective steps.
- Notes of safety meetings and training records.

¹³ OSHA regulations require employers with 11 or more employees to record work-related injuries and illnesses on the OSHA 200 and 101 forms. Employers in certain industries are exempt from this requirement. 29 CFR. 1904. If an employer is subject to the recordkeeping requirements, it must record all injuries resulting from assaults and other cases of work-related violence on the OSHA log if the injury requires medical treatment beyond first aid, or results in death, days away from work, restricted work activity, transfer to another job, or loss of consciousness. For more information on these requirements, see the 1986 BLS publication, *Recordkeeping Guidelines for Occupational Injuries and Illnesses*. This document can be ordered online from the Government Printing Office at http://www.gpo.gov/su_docs/ or can be downloaded from <http://www.osha-slc.gov/SLTC/Recordkeeping/index.html/>.

Prevention Programs

Violence prevention programs benefit greatly from periodic evaluation. The evaluation process could involve the following:

- Review the results of periodic safety audits.
- Review post-incident reports. In analyzing incidents, the employer should pay attention not just to what went wrong, but to actions taken by employees that avoided further harm, such as handling a shoplifting incident in such a way as to avoid escalation to violence.
- Examine reports and minutes from staff meetings on safety and security issues.
- Analyze trends and rates in illnesses, injuries or fatalities caused by violence relative to initial or "baseline" rates.
- Consult with employees before and after making job or worksite changes to determine the effectiveness of the interventions.
- Keep abreast of new strategies to deal with violence in the retail industry.

Management should communicate any lessons learned from evaluating the workplace violence prevention program to all employees. Management could discuss changes in the program during regular meetings of the safety committee, with union representatives, or with other employee groups.

Conclusion

Workplace violence has emerged as an important occupational safety and health issue in many industries, including the retail trade. These voluntary recommendations offer a systematic framework to help an employer protect employees from risks of injury and death from occupationally related violence. By addressing workplace violence as a preventable hazard, employers can develop practical and effective strategies to protect their employees from this serious risk and provide a safe and healthful workplace.

Appendix A: Sample Workplace Violence Factors and Controls Checklist

This sample checklist can help employers identify present or potential workplace violence problems. The checklist contains various factors and controls that are commonly encountered in retail establishments. Not all of the questions listed here, however, are appropriate to all types of retail businesses, and the checklist obviously does not include all possible topics relevant to specific

businesses. Employers are encouraged to expand and modify this checklist to fit their own circumstances. These factors and controls are not a new standard or regulation and the fact that a control is listed here but is not adopted by an employer is not evidence of a violation of the General Duty Clause. (Note: "N/A" stands for "not applicable.")

Yes	No	N/A	Environmental Factors
			Do employees exchange money with the public?
			Is the business open during evening or late-night hours?
			Is the site located in a high-crime area?
			Has the site experienced a robbery in the past 3 years?
			Has the site experienced other violent incidents in the past 3 years?
			Has the site experienced threats, harassment, or other abusive behavior in the past 3 years?
Yes	No	N/A	Engineering Controls
			Do employees have access to a telephone with an outside line?
			Are emergency telephone numbers for law enforcement, fire and medical services, and an internal contact person posted adjacent to the phone?
			Is the entrance to the building easily seen from the street and free of heavy shrub growth?
			Is lighting bright in parking and adjacent areas?
			Are all indoor lights working properly?
			Are windows and views outside and inside clear of advertising or other obstructions?
			Is the cash register in plain view of customers and police cruisers to deter robberies?
			Is there a working drop safe or time access safe to minimize cash on hand?
			Are security cameras and mirrors placed in locations that would deter robbers or provide greater security for employees?
			Are there height markers on exit doors to help witnesses provide more complete descriptions of assailants?
			Are employees protected through the use of bullet-resistant enclosures in locations with a history of robberies or assaults in a high-crime area?

Yes	No	N/A	Administrative/Work Practice Controls
			Are there emergency procedures in place to address robberies and other acts of potential violence?
			Have employees been instructed to report suspicious persons or activities?
			Are employees trained in emergency response procedures for robberies and other crimes that may occur on the premises?
			Are employees trained in conflict resolution and in nonviolent response to threatening situations?
			Is cash control a key element of the establishment's violence and robbery prevention program?
			Does the site have a policy limiting the number of cash registers open during late-night hours?
			Does the site have a policy to maintain less than \$50 in the cash register? (This may not be possible in stores that have lottery ticket sales and payouts.)
			Are signs posted notifying the public that limited cash, no drugs, and no other valuables are kept on the premises?
			Do employees work with at least one other person throughout their shifts, or are other protective measures utilized when employees are working alone in locations with a history of robberies or assaults in a high-crime area?
			Are there procedures in place to assure the safety of employees who open and close the store?

Appendix B: Incident Report and Suspect Description Form

Incident # _____

Date/Time RCVD: _____

Address: _____

Facility Telephone Number: Area Code _____ Number _____

Person Reporting & Title: _____

Date and Time of Incident: _____

Type of Incident:

- | | |
|-----------------------|------------------------|
| 1 Death** _____ | 2 Shooting** _____ |
| 3 Robbery** _____ | 4 Robb/Injury** _____ |
| 5 Assault** _____ | 6 Sex Assault** _____ |
| 7 Beer Run _____ | 8 Beer Run/Inj** _____ |
| 9 Theft _____ | 10 Vandalism _____ |
| 11 Embezzlement _____ | 12 Other _____ |

** "A"=Employee "B"=Customer "C"=Other

Amount of Loss: Currency=\$ _____ Merchandise=\$ _____

Weapon Used: 1 Handgun _____ 2 Other Firearm _____
3 Other Weapon _____ 4 Physical Force _____

Number of Employees Present at Time of Incident: _____

Is Incident Captured on Video Tape?: Yes: _____ No: _____

Was Video Tape Released to Police?: Yes: _____ No: _____

Description of Suspects & Incident:

Susp#1: _____

Susp#2: _____

Susp#3: _____

Describe Incident: _____

Was News Media at Location?: Yes: _____ No: _____ Unknown: _____

Was Police Report Made?: Yes: _____ No: _____

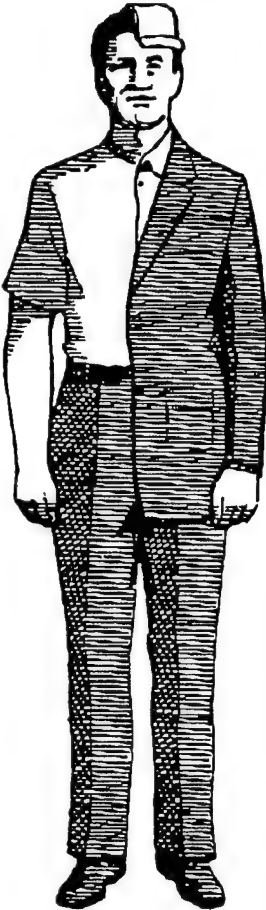
Name of Police Agency: _____

Officer Handling: _____









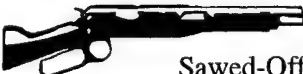
Report Number: _____

Name of Person Notified: _____

Suspect Description Form

Sex Male <input type="checkbox"/> Female <input type="checkbox"/>	Race White <input type="checkbox"/> Black <input type="checkbox"/> Other <input type="checkbox"/>	Age
Height		Left/Right Handed
Weight		Hat (Color/Type)
Hair (Color/Style)		Tie
Eyes		Coat
Glasses Type		Shirt
Tattoos		Trousers
Scars/Marks		Shoes
Complexion		Weapon
Facial Hair		Accent

Indicate Type Weapon Used

	
Large Automatic	Small Automatic
	Pump
	Automatic
	Single Shot
Sawed-Off Shotguns	
	
Long Barrell Revolver	Snub Nose Revolver
	Bolt-Action
	Lever
Sawed-Off Rifles	
Other Weapons	

Additional Information - Be Specific

What Suspect Said _____

Type of Vehicle (License Number, Make, Color) _____

Police Notified Yes _____ No _____ Person Notified _____

Police Badge Number _____ Case Number _____

Supervisor Notified Yes _____ No _____

Region/Division Notified _____ Yes _____ No Person Notified _____

Medical Attention Required Yes _____ No _____

Date of Incident _____ Time of Incident _____

Name of Witnesses 1. Name _____ Address _____ Phone _____

2. Name _____ Address _____ Phone _____

Print Name of Cashier/Attendant on Duty _____

Signature _____ Date of Report _____

Appendix C: Sources of Assistance

State and Local Government Resources

Several states have developed relevant requirements, guidelines, or recommendations. These include California OSHA, *CAL/OSHA Guidelines for Workplace Security*, and *Model Injury and Illness Prevention Program for Workplace Security*; the State of Florida, *Convenience Business Security Act*, and *Study of Safety and Security Requirements for "At-Risk" Businesses*; the State of Virginia, *Report to the Virginia State Crime Commission on Violent Crime and Workers' Safety in Virginia Convenience Stores*; and *Violent Crimes in Convenience Stores: Analysis of Crimes, Criminals, and Costs*; and the State of Washington Department of Labor and Industries, *Violence in Washington Workplaces*, and *Late Night Retail Workers' Crime Protection*. Information is available from these and other agencies to assist employers who are trying to implement an effective workplace violence prevention program. (See also Selected Bibliography.)

Sources of OSHA Assistance

OSHA has a variety of products and programs available to help employers comply with its regulations and improve workplace safety and health. These include numerous publications on regulatory topics, such as hazard communication, asbestos, bloodborne pathogens, and on programs such as consultation, voluntary protection, grants, and training and education to name a few.

Publications are available either as a single free copy per request or for sale by the U.S. Government Printing Office. Lists of publications are available from the OSHA Publications Office, P.O. Box 37535, Washington, DC 20013-7535, (202) 219-4667 (phone); (202) 219-9266 (fax). OSHA also has several videos available on loan or for sale by National Technical Information Service (<http://www.ntis.gov>) and its National Audiovisual Service (see OSHA publication 2019).

OSHA also offers a variety of programs and initiatives to help employers comply with the agency's standards or guidelines, as discussed in the following paragraphs.

Safety and Health Program Management Guidelines

A single free copy of the guidelines can be obtained from the OSHA Publications Office, P.O. Box 37535, Washington, DC 20013-7535 by sending a self-addressed label with your request or by calling (202) 219-4667. The guidelines are also available on OSHA's web site at <http://www.osha.gov/> under **Federal Register Notices**.

State Programs

Many states have their own OSHA-approved safety and health regulations covering workplaces in their jurisdiction. *The Occupational Safety and Health Act of 1970* encourages states to develop and operate their own job safety and health plans. States with plans approved under section 18(b) of the *OSH Act* must adopt standards and enforce requirements that are at least as effective as federal requirements.

There are currently 25 state plan states: 23 covering private and public (state and local government) sectors and two covering public sector only. Plan states must adopt standards comparable to the federal within 6 months of a federal standard's promulgation. Until such time as a state standard is promulgated, Federal OSHA provides interim enforcement assistance, as appropriate, in these states.

A listing of the state plan states appears on the Home Page at <http://www.osha.gov/> under **Office Directory**; an explanation appears under **Programs and Services**. See also the enclosed list of **States with Approved Plans** at the end of this appendix.

Consultation Program

Another way OSHA helps employers, especially small employers, is through its consultation program. Free onsite safety and health consultation services are available to employers in all states who want help in establishing and maintaining a safe and healthful workplace. Largely funded by OSHA and primarily developed for smaller employers with more hazardous operations, state governments employing professional safety and health consultants provide the consultation service, on request, to those employers who ask for help. These consultants offer employers comprehensive assistance that includes an appraisal of all mechanical systems, physical work practices, and environmental hazards of the workplace and all aspects of the employer's present job safety and health program.

This program is completely separate from the OSHA inspection efforts. No penalties are proposed or citations issued for any safety or health problems identified by the consultant. The service is confidential.

Another incentive program, SHARP (Safety and Health Achievement Recognition Program), recognizes employers with comprehensive, effective safety and health programs. SHARP is open to small high-hazard employers who do the following:

- request full-service consultation assistance;
- involve their employees in the development, operation, and improvement of all elements of the site's safety and health program;

- work with project consultants for at least one year to improve worker protection at the site; and
- meet other program requirements.

In return, employers receive public recognition for exemplary efforts and achievement, reap the benefits of extensive professional assistance, and may be eligible to receive a 1-year exemption from OSHA general scheduled inspections.

For more information concerning consultation services, see **Programs and Services** and the list of consultation projects under **Office Directory** on OSHA's Home Page, or the Consultation Project Directory in Appendix D.

Voluntary Protection Programs (VPPs)

OSHA's Voluntary Protection Programs (VPP) also help employers and employees recognize and promote effective safety and health program management. In the VPP, management, labor, and OSHA establish cooperative relationships at workplaces that have implemented strong programs.

Sites approved for VPP's *Star*, *Merit*, and *Demonstration* programs have met—and must continue meeting—rigorous participation standards. Benefits of VPP participation include improved employee motivation to work safely, leading to better quality and productivity; lost-workday case rates that generally are 60 to 80 percent below industry averages; reduced workers' compensation and other injury- and illness-related costs; positive community recognition and interaction; further improvement and revitalization of already good safety and health programs; and partnership with OSHA.

For additional information about the VPP, contact the VPP Manager in your nearest OSHA regional office listed under **Office Directory** on OSHA's Home Page or see the lists of OSHA Regional and Area Offices at the end of this appendix.

Training and Education

OSHA's area offices offer a variety of information services, such as publications, audiovisual aids, technical advice, and speakers for special engagements. OSHA's Training Institute in Des Plaines, IL, provides basic and advanced courses in safety and health for federal and state compliance officers, state consultants, federal agency personnel, and private sector employers, employees, and their representatives. To meet the demand for these courses, OSHA also has 12 Training Institute Education Centers nationwide. These centers—comprised of nonprofit colleges, universities, and other organizations—offer a variety of OSHA courses for private and federal sectors.

OSHA also provides funds to nonprofit organizations, through grants, to conduct workplace training and education in subjects where OSHA believes there is a lack of workplace training. Grants are awarded annually. Grant recipients are expected to contribute 20 percent of the total grant cost.

For more information on grants, training, and education, contact the OSHA Training Institute, Office of Training and Education, 1555 Times Drive, Des Plaines, IL 60018, phone (847)297-4810 or fax (847) 297-4874. See also **Programs and Services, Training and Education**, on OSHA's Home Page.

Electronic Information

Internet—OSHA standards, interpretations, directives, publications, and additional information are available or can be ordered online from OSHA's Home Page at <http://www.osha.gov/>.

For example, to search for OSHA standards, go to the OSHA Home Page and select **Standards**, or **Federal Register Notices**. For information on specific chemicals or substances, go to **Technical Information**. See also categories on **Compliance Assistance, Programs and Services**, and **OSHA Software/Advisors**. All categories allow search functions to help you locate the information you need.

CD-ROM—A wide variety of OSHA materials including standards, interpretations, directives, and more can be purchased on CD-ROM from the Government Printing Office. To order, write to Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954. Specify *OSHA Regulations, Documents, and Technical Information* on CD-ROM, (ORDT); S/N 729-013-00000-5. The price is \$38 per year (4 discs quarterly); single copy \$15. (Foreign costs: \$47.50 annually; \$18.75 single copy.)

In addition, OSHA has interactive compliance assistance software, *OSHA Expert Systems*, or *Advisors*, to help respond to individual compliance questions. These deal with confined spaces, asbestos, and cadmium. A new test version on fire safety also is available. These can be downloaded from OSHA's Home Page under **OSHA Software/Advisors**.

Emergencies

To report life-threatening situations, catastrophes, or fatalities, call **(800) 321-OSHA**. Complaints will go immediately to the nearest OSHA area or state office for help.

You can also contact your nearest OSHA area or regional office listed in Appendix D or online under **Office Directory** on OSHA's Home Page.

Appendix D: OSHA Office Directories

States with Approved Plans

Commissioner

Alaska Department of Labor
1111 West 8th Street
Room 306
Juneau, AK 99801
(907) 465-2700

Director

Industrial Commission of Arizona
800 W. Washington
Phoenix, AZ 85007
(602) 542-5795

Director

California Department of Industrial Relations
45 Fremont Street
San Francisco, CA 94105
(415) 972-8835

Commissioner

Connecticut Department of Labor
200 Folly Brook Boulevard
Wethersfield, CT 06109
(203) 566-5123

Director

Hawaii Department of Labor and Industrial Relations
830 Punchbowl Street
Honolulu, HI 96813
(808) 586-8844

Commissioner

Indiana Department of Labor
State Office Building
402 West Washington Street
Room W195
Indianapolis, IN 46204
(317) 232-2378

Commissioner

Iowa Division of Labor Services
1000 E. Grand Avenue
Des Moines, IA 50319
(515) 281-3447

Secretary

Kentucky Labor Cabinet
1047 U.S. Highway, 127 South, STE 2
Frankfort, KY 40601
(502) 564-3070

Commissioner

Maryland Division of Labor and Industry
Department of Labor Licensing and Regulation
1100 N. Eutaw Street, Room 613
Baltimore, MD 21201-2206
(410) 767-2215

Director

Michigan Department of Consumer
and Industry Services
4th Floor, Law Building
P.O. Box 30004
Lansing, MI 48909
(517) 373-7230

Commissioner

Minnesota Department of Labor and Industry
443 Lafayette Road
St. Paul, MN 55155
(612) 296-2342

Administrator

Nevada Division of Industrial Relations
400 West King Street
Carson City, NV 89710
(702) 687-3032

Secretary

New Mexico Environment Department
1190 St. Francis Drive
P.O. Box 26110
Santa Fe, NM 87502
(505) 827-2850

Commissioner

New York Department of Labor
W. Averell Harriman State Office Building - 12
Room 500
Albany, NY 12240
(518) 457-2741

Commissioner

North Carolina Department of Labor
319 Chapanoke Road
Raleigh, NC 27603
(919) 662-4585

Administrator

Department of Consumer and Business Services
Occupational Safety and Health Division (OR-OSHA)
350 Winter Street, NE, Room 430
Salem, OR 97310-0220
(503) 378-3272

Secretary

Puerto Rico Department of Labor
and Human Resources
Prudencio Rivera Martinez Building
505 Munoz Rivera Avenue
Hato Rey, PR 00918
(809) 754-2119

Director

South Carolina Department of Labor
Licensing and Regulation
Koger Office Park, Kingstree Building
110 Centerview Drive
P.O. Box 11329
Columbia, SC 29210
(803) 896-4300

Commissioner

Tennessee Department of Labor
Attention: Robert Taylor
710 James Robertson Parkway
Nashville, TN 37243-0659
(615) 741-2582

Commissioner

Industrial Commission of Utah
160 East 300 South, 3rd Floor
P.O. Box 146650
Salt Lake City, UT 84114-6650
(801) 530-6898

Commissioner

Vermont Department of Labor and Industry
National Life Building - Drawer 20
120 State Street
Montpelier, VT 05620
(802) 828-2288

Commissioner

Virginia Department of Labor and Industry
Powers-Taylor Building
13 South 13th Street
Richmond, VA 23219
(804) 786-2377

Commissioner

Virgin Islands Department of Labor
2131 Hospital Street, Box 890
Christiansted
St. Croix, VI 00820-4666
(809) 773-1994

Director

Washington Department of Labor
and Industries
General Administrative Building
P.O. Box 44001
Olympia, WA 98504-4001
(360) 902-4200

Administrator

Worker's Safety and Compensation Division (WSC)
Wyoming Department of Employment
Herschler Building, 2nd Floor East
122 West 25th Street
Cheyenne, WY 82002
(307) 777-7786

OSHA Consultation Projects

Alabama

Safety State Program
University of Alabama
425 Martha Parham West
P.O. Box 870388
Tuscaloosa, AL 35487
(205) 348-7136

Alaska

Division of Consultation and Training
ADOL/OSHA
3301 Eagle Street, Suite 305
P.O. Box 107022
Anchorage, AK 99510
(907) 269-4957

Arizona

Consultation and Training
Division of Occupational Safety and Health
Industrial Commission of Arizona
800 West Washington
Phoenix, AZ 85007-9070
(602) 542-5795

Arkansas

OSHA Consultation
Arkansas Department of Labor
10421 West Markham
Little Rock, AR 72205
(501) 682-4522

California

CAL/OSHA Consultation Service
Department of Industrial Relations
45 Fremont Street, Room 5246
San Francisco, CA 94105
(415) 972-8515

Colorado

Occupational Safety and Health Section
Colorado State University
115 Environmental Health Building
Fort Collins, CO 80523
(970) 491-6151

Connecticut

Division of Occupational Safety and Health
Connecticut Department of Labor
38 Wolcott Hill Road
Wethersfield, CT 06109
(860) 566-4550

Delaware

Occupational Safety and Health
Division of Industrial Affairs
Delaware Department of Labor
4425 Market Street
Wilmington, DE 19802
(302) 761-8219

District of Columbia

Office of Occupational Safety and Health
D.C. Department of Employment Services
950 Upshur Street, N.W.
Washington, DC 20011
(202) 576-6339

Florida

7(c)(1) Onsite Consultation Program, Division of Safety
Florida Department of Labor and Employment Security
2002 St. Augustine Road
Building E, Suite 45
Tallahassee, FL 32399-0663
(904) 488-3044

Georgia

7(c)(1) Onsite Consultation Program
Georgia Institute of Technology
O'Keefe Building - Room 22
Atlanta, GA 30332
(404) 894-2643

Guam

OSHA Onsite Consultation
Department of Labor, Government of Guam
P.O. Box 9970
Tamuning, GU 96931
(671) 475-0136

Hawaii

Consultation and Training Branch
Dept of Labor and Industrial Relations
830 Punchbowl Street
Honolulu, HI 96813
(808) 586-9100

Idaho

Safety and Health Consultation Program
Boise State University
Department of Health Studies
1910 University Drive, ET-338A
Boise, ID 83725
(208) 385-3283

Illinois

Illinois Onsite Consultation
Industrial Service Division
Department of Commerce and Community Affairs
State of Illinois Center
100 West Randolph Street
Suite 3-400
Chicago, IL 60601
(312) 814-2337

Indiana

Division of Labor
Bureau of Safety, Education and Training
402 West Washington
Room W195
Indianapolis, IN 46204-2287
(317) 232-2688

Iowa

7(c)(1) Consultation Program
Iowa Bureau of Labor
1000 East Grand Avenue
Des Moines, IA 50319
(515) 965-7162

Kansas

Kansas 7(c)(1) Consultation Program
Kansas Department of Human Resources
512 South West 6th Street
Topeka, KS 66603-3150
(913) 296-7476

Kentucky

Division of Education and Training
Kentucky Labor Cabinet
1047 U.S. Highway 127, South
Frankfort, KY 40601
(502) 564-6895

Louisiana

7(c)(1) Consultation Program
Louisiana Department of Labor
P.O. Box 94094
Baton Rouge, LA 70804-9094
(504) 342-9601

Maine

Division of Industrial Safety
Maine Bureau of Labor Stds.
Workplace Safety and Health Division
State House Station #82
Augusta, ME 04333
(207) 624-6460

Maryland

Division of Labor and Industry
312 Marshall Avenue, Room 600
Laurel, MD 20707
(410) 880-4970

Massachusetts

The Commonwealth of Massachusetts
Department of Labor and Industries
1001 Watertown Street
West Newton, MA 02165
(617) 727-3982

Michigan (Health)

Department of Consumer and Industry Services
3423 North Martin Luther King, Jr. Boulevard
Lansing, MI 48909
(517) 322-1817(H)

Michigan (Safety)

Department of Consumer and Industry Services
7150 Harris Drive
Lansing, MI 48909
(517) 322-1809(S)

Minnesota

Department of Labor and Industry
Consultation Division
443 Lafayette Road
St. Paul, MN 55155
(612) 297-2393

Mississippi

Mississippi State University
Center for Safety and Health
2906 North State Street
Suite 201
Jackson, MS 39216
(601) 987-3981

Missouri

Onsite Consultation Program
Division of Labor Standards Department of Labor
and Industrial Relations
3315 West Truman Boulevard
P.O. Box 449
Jefferson City, MO 65109
(573) 751-3403

Montana

Department of Labor and Industry
Bureau of Safety
P.O. Box 1728
Helena, MT 59624-1728
(406) 444-6418

Nebraska

Division of Safety, Labor and Safety Standards
Nebraska Department of Labor
State Office Building, Lower Level
301 Centennial Mall, South
Lincoln, NE 68509-5024
(402) 471-4717

Nevada

Division of Preventive Safety
Department of Industrial Relations
2500 W. Washington, Suite 106
Las Vegas, NV 89106
(702) 486-5016

New Hampshire

New Hampshire Department of Health
Division of Public Health Services
6 Hazen Drive
Concord, NH 03301-6527
(603) 271-2024

New Jersey

Division of Workplace Standards
New Jersey Department of Labor
STATION PLAZA 4, CN953
22 South Clinton Avenue
Trenton, NJ 08625-0953
(609) 292-2424

New Mexico

New Mexico Environment Department
Occupational Health and Safety Bureau
525 Camino De Los Marquez, Suite 3
Post Office Box 26110
Santa Fe, NM 87501
(505) 827-4230

New York

Division of Safety and Health
State Office Campus
Building 12, Room 457
Albany, NY 12240
(518) 457-2481

North Carolina

Bureau of Consultative Services
N.C. Department of Labor - OSHA
319 Chapanoke Road, Suite 105
Raleigh, NC 27603-3432
(919) 662-4644

North Dakota

Division of Environmental
Engineering
1200 Missouri Avenue, Room 304
Bismark, ND 58504
(701) 328-5188

Ohio

Division of Onsite Consultation
Bureau of Employment Services
145 S. Front Street
Columbus, OH 432156
(614) 644-2246

Oklahoma

Oklahoma Department of Labor
OSHA Division
4001 North Lincoln Boulevard
Oklahoma City, OK 73105-5212
(405) 528-1500

Oregon

Department of Insurance and Finance
Occupational Safety and Health Division
Labor and Industries Building
350 Winter Street, N.E., Room 430
Salem, OR 97310
(503) 378-3272

Pennsylvania

Indiana University of Pennsylvania
Safety Sciences Department
205 Uhler Hall
Indiana, PA 15705-1087
(412) 357-2561

Puerto Rico

Occupational Safety and Health Office
Department of Labor and Human Resources
505 Munoz Rivera Avenue, 21st Floor
Hato Rey, PR 00918
(787) 754-2188

Rhode Island

Division of Occupational Health
3 Capital Hill
Providence, RI 02908
(401) 277-2438

South Carolina

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Tennessee Department of Labor
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Texas

Workers' Health and Safety Division
Texas Workers' Compensation Commission
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Utah

State of Utah Labor Commission
Workplace Safety and Health
Consultation Services
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Division Of Occupational Safety and Health
Vermont Department of Labor and Industry
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Virginia

Virginia Department of Labor and Industry
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Richmond, VA 23219
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Division of Occupational Safety and Health
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Washington

Washington Department of Labor and Industries
Division of Industrial Safety and Health
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Region IV

(AL, FL, GA, KY,* MS, NC, SC,* TN*)

Atlanta Federal Center

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Region V

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Region VI

(AR, LA, NM,* OK, TX)

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Region VII

(IA,* KS, MO, NE)

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Telephone: (816) 426-5861

Region VIII

(CO, MT, ND, SD, UT,* WY*)

1999 Broadway, Suite 1690

Denver, CO 80202-5716

Telephone: (303) 844-1600

Region IX

(American Samoa, AZ,* CA,* Guam,
HI,* NV,* Trust Territories of the Pacific)

71 Stevenson Street

Room 420

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Telephone: (415) 975-4310

Region X

(AK,* ID, OR,* WA*)

1111 Third Avenue

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*These states and territories operate their own OSHA-approved job safety and health programs (Connecticut and New York plans cover public employees only). States with approved programs must have a standard that is identical to, or at least as effective as, the federal standard.

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Glossary

This glossary defines some of the terms that are used in these recommendations. These definitions are meant only to facilitate understanding of these recommendations and to advance the public discussion of this important area of occupational safety and health. They are not "official" OSHA definitions.

Abusive behavior - intentional action that results in injury or produces fear. Abusive behavior may include assaults, spitting, verbal threats, racial slurs, sexual innuendo, posturing, damaging property, and throwing food or objects.

Assault - any completed or attempted physical act directed against another person and intended to cause harm or a reasonable fear of imminent harm.

Battery - any unlawful touching, beating or other wrongful physical contact of another person without consent.

Injury - physical or mental harm to an individual resulting in broken bones, lacerations, bruises and contusions, scratches, bites, breaks in the skin, strains and sprains, or physical or mental pain and discomfort, immediate or delayed.

Larceny - the wrongful, intentional taking and removing of another's personal property without use of force or intimidation (e.g., shoplifting).

Mental harm - anxiety, fear, depression, inability to perform job functions, post-traumatic stress disorder, or other manifestations of emotional reactions to an assault or abusive incident.

Robbery - the intentional and unlawful taking of another's property by the use of force or intimidation.

Situational crime prevention - the systematic and permanent management, design, or manipulation of the immediate environment to reduce the opportunities for crime and increase its risks as perceived by a wide range of offenders.

Target-hardening - using physical barriers or changes in a location to reduce the opportunity for crime and to make completion of a crime more difficult.

Threat - a serious verbal or nonverbal declaration of intent to harm another person.

Violent Act - an act ranging from verbal or physical threats or intimidation to assault and battery.

Workplace - all locations, permanent or temporary, where work is performed by the employees in the course of their duties; the locations could include buildings, parking lots, field locations, vehicles, or customers' homes.

Notes